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DD/S 72-2274

8 JUN 1972

MEMORANDUM FOR THE RECORD

SUBJECT: [REDACTED] 1972 - Tones, Conclusions and Actions for Support

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These points are distilled from the discussions at [REDACTED].

1. Don't volunteer reductions - people, dollars, or activities. Don't give up things voluntarily - e.g. real estate.
2. Establish a system for reviewing/evaluating what immediate subordinates are doing. This to be done at various echelons. The system is to include judgment as to adequacy of subordinates evaluation systems.
3. Implement program funds allocations and project approval changes. Required will be programmed versus actual expenditures reporting and review monthly to be current with more senior oversight review. Also establish procedure to highlight those "projects" for which approval will now be given during program exercise.
4. There will be no major construction on campus. The garage will go forward but hopefully at a comparatively early date. PSD add-on subject to additional clarification and justification.

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5. Replacement for [REDACTED] not in immediate future but land reservation adjoining new DD/S&T project site approved. Additional DD/S action dependent on results of DD/I and DD/S&T further studies.

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6. Given multi-year mandatory continuation of [REDACTED] operation solutions for NPIC emergency power and air conditioning deficiencies must be identified. Hopefully on a transportable or other "non-fixed for all time" basis.

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7. Review and reconsider transfer of activities from [REDACTED] and vice versa but latter on a stretched out time basis. This will require a really hard look at [REDACTED] in terms of requirements, safety and cost. Also we must scrub hard the data on usage of [REDACTED] and determine what could be done and at what cost to expand the utilization of [REDACTED].

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8. In addition to above reference [REDACTED] response to "communications" is immutable charge.

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9. Be certain that in hearings and any other dealings with OMB all Agency personnel stay strictly with the "script", avoid "old boy" OMB entrees.

10. Since as a general rule personnel increases will not be requested by the Agency we must be able to support fully any add-on people requirements. Those we approve we must be prepared to satisfy first from within the Directorate and second to demonstrate as having superior priority for filling from some other element of the Agency.

11. We must input on the subject of R&D panels and panel membership. We must also make sure that we understand more clearly some of the specific applications suggested by DD/S&T such as automating field installations, the counter-audio threat, and behavioral sciences. We also need to elaborate ExDir's idea of a quantum jump on the agent side of the business.

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12. A hard look at [REDACTED] equipment needs and justifications is required.

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13. We must make sure that we have a positive part in designations on the acquisition and funding of additional [REDACTED] equipment.

14. We have an action role in developing an expanded program of relationships with academia similar to Mr. Cunningham's recent day at Princeton.

15. Reinstitute practice of printing on supergrade actions the legend that individuals in such grades serve at the pleasure of the Director.

16. To establish within Support a procedure by which we review and control PRA situations particularly at the most senior grades.

17. D/Pers is to restudy the pros and cons of showing fitness reports to employees - this will include a review of earlier studies of the same proposition.

18. We should be careful not to over-hire in terms of qualifications needed for our positions. Consultations with the Office of Personnel can be helpful in matching qualifications needed and qualifications recruited. A companion consideration is providing ways for initially over-qualified individuals to move into better matched positions in a structured program.

19. Equal Employment Opportunity requires positive action to carry out the Agency's affirmative posture. We must confirm goals and measure accomplishments periodically against them.

20. A Board of Survey will be constituted to look annually at Office of Training. Support will need to help in formulating

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the structure and procedures as well as providing representation for at least the period when courses of interest to the Support Directorate are being reviewed.

21. We need to refine the core course concept and to continue refinement of leadership/executive development programs involving both O/P and OTR in Agency wide terms and each of our Support Career Services in parochial terms. Support must identify senior people to manage leadership/executive development. We must be sure that actions are initiated early enough in both age and experience.


22. A procedure is needed to recognize and allow for solo careers of specialists who do not belong in the supervisor chain but who must be promoted regularly - even though this may have to be done on a PRA basis.

23. We have to act positively on the mobility and rotation fronts.

24. Review use of minority personnel on panels and boards throughout the Directorate.

25. Management by post-audit is clearly appearing in all fields - funds, R&D, personnel and training, including mobility and leadership development. We have to figure how to accommodate to this change of approach.

26. Relatable is the absolute necessity for us to do better planning, to know more positively what our people are actually doing, to judge objectively and critically and to act firmly on marginal and bad activities and people.


John W. Coffey
Deputy Director
for Support

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